

## **MID-PENINSULA HOUSING COALITION (“Mid-Pen Housing”)**

**JOB TITLE:** VICE PRESIDENT, RESIDENT SERVICES  
**DEPARTMENT:** SERVICES  
**REPORTS TO:** PRESIDENT  
**LOCATION:** FOSTER CITY, CALIFORNIA  
**FLSA STATUS:** EXEMPT  
**PREPARED DATE:** APRIL 2010

### **THE ORGANIZATION**

Mid-Peninsula Housing Coalition (“Mid-Pen Housing”) is a non-profit organization that develops high-quality affordable housing communities, professionally manages the properties in those communities, and provides services to residents. The three affiliated corporations are Mid-Peninsula Housing Coalition, Mid-Peninsula Housing Management Corporation and Mid-Peninsula Housing Services Corporation.

Since its inception in 1970, Mid-Pen Housing has earned a reputation as one of Northern California's leading non-profit sponsors and developers of assisted rental housing for low- and moderate-income families, seniors, single adults, and persons with special needs. Mid-Pen Housing has completed 94 projects to supply over 6,400 units of affordable housing across the greater Bay Area. In the nonprofit sector, Mid-Pen Housing was recently ranked the seventh (7<sup>th</sup>) largest portfolio of units under management and is the ninth (9<sup>th</sup>) largest producer of units. Mid-Pen Housing leads the industry in terms of investment in on-site resident services and the quality of programming provided.

### **MISSION/VALUES:**

To provide safe, affordable housing of high quality to those in need; to establish stability and opportunity in the lives of residents; and to foster diverse communities that allow people from all ethnic, social and economic backgrounds to live in dignity, harmony and mutual respect.

We have established a list of core values which guide our work and culture: how we treat one another, our residents and our partners. We believe that upholding these values will help Mid-Pen achieve operational excellence and will create an environment where employees feel valued and inspired to their best work. Our values are Integrity, Collaboration, Accountability, Respect, Excellence (I CARE)

Information on Mid-Pen Housing can be found online at [www.midpen-housing.org](http://www.midpen-housing.org).

## **POSITION SUMMARY**

Under the direction of the President, the Vice President of Resident Services is responsible for providing the leadership for Mid-Pen Housing Services Company in setting the strategic direction and determining the quality and level of services provided to over 13,000 residents living in Mid-Peninsula Housing Coalition's (Mid-Pen) properties. These services currently include eight different program modules: youth education, financial literacy, vocational development, health and wellness, public benefits, community development, computer literacy, and volunteer programs. The resident services staff also regularly makes referrals to needed community resources including a network of over 500 community-based nonprofit and governmental partners. This individual develops, implements, and evaluates resident services using measurable indicators; develops and monitors the service company budget; oversees, manages and inspires a team of approximately 40 FTEs, works closely with Mid-Pen Property Management to ensure programming meets the needs of each community and their residents.

Mid-Pen is a nonprofit corporation that develops new housing, manages all of its own properties and provides services to its low-income residents. The bulk of Mid-Pen's services corporation staff work directly on-site at our properties providing and coordinating delivery of resident services. Our properties include generous communal meeting space and office space to accommodate service delivery. Approximately 65 percent of Mid-Pen's properties house low wage working families, 25% house very low-income seniors and approximately 10% serves low-income individuals.

The VP Resident Services is a member of the Mid-Pen Executive Team (reporting directly to the President), manages a team of approximately 40 FTEs and an annual budget of approximately \$3 million.

## **ESSENTIAL JOB FUNCTIONS**

### *Sets Strategic Direction and develops effective Programs and Policies*

- Assesses resident needs and develops plan for delivery of services and programs to meet those needs.
- Develops, plans and implements programs system-wide with measurable performance indicators.
- Establish performance standards for all properties providing services, and design policies that facilitate achieving those standards.
- Define measurable indicators/results for the Services Company to set overall direction, and implement the ongoing monitoring and evaluation of those indicators at all properties providing services.
- Coordinates services delivery involving partnering with community agencies, including schools, city and county social service agencies, and other nonprofits to bring additional services to Mid-Pen residents.

### *Maintain effective and efficient Operations*

- Lead, manage and inspire team of approximately 40 FTEs, primarily consisting of property-based staff in the field, and approximately 160 volunteers.
- Determine appropriate staffing structure that delivers the most efficient and effective service level.
- Oversee the hiring, training, and supervision of services staff, building leadership at all levels.
- Work closely with other Mid-Pen teams (Property Management and Real Estate Development) to develop priorities and program goals on a property by property basis to address the resident needs.

### *Oversees Financial Administration*

- Develops and monitors budgets for the Services Company.
- Negotiates contracts for services and leases for child care centers. Prepares agreements with outside agencies for services.

### *Advocacy and Fundraising*

- Represent Mid-Pen at various industry forums, conferences and other opportunities for leadership in the affordable housing industry.
- Work with Mid-Pen real estate development team to develop services programs and budget for new affordable housing developments.
- Set overall fundraising targets and goals (current target is \$250,000).
- Coordinate grant writing/fundraising efforts to facilitate service program and budget requirements
- Oversee the design and implementation of Mid-Pen's Volunteer Program (both for external and employee volunteers).

## **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. The requirements listed below are representative of the knowledge, skill, and /or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Demonstrated commitment to Mid-Pen's mission and values.
- Demonstrated leadership and management skills. Seven years of experience in program design, development, and implementation. Human services or educational agency experience preferred. . Minimum 4 years of supervisory experience as a leader and/or supervisor of a department or organization.
- Bachelors Degree required. Advanced degree in administration, social work, or business concentration preferred
- Demonstrated ability to design, create, implement and manage social services programs to serve low-income families, seniors or individuals. Demonstrating the

ability to assess participants' needs, define measurable results and to implement good business principles in the operation of the services program.

- Demonstrated ability to work collaboratively with senior level managers.
- Excellent oral and written skills, with the ability to build collaborative interdisciplinary partnerships and financial self-sufficiency.
- Must have access to reliable transportation and a valid California's drivers license and must be willing and able to travel extensively between housing sites located in 10 counties from Monterrey to Napa

### **WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **CRITICAL QUALIFICATIONS**

#### **ROLE:**

Provide leadership to the Services Company by understanding the service needs of our residents and by designing programs which prioritize and address those needs within available resources. This position will marshal community resources to expand internal service programs and will design and implement systems of accountability.

#### **COMPETENCY:**

- Ability to gather and analyze information
- Creative leader
- Excellent communicator, able to bridge different educational backgrounds
- Able to foster cooperation within the company and with outside entities and agencies
- Highly organized
- Effective manager and mentor
- Able to create and manage budgets for department
- Good problem solver
- Familiar with social services network

#### **AUTHORITY:**

- Design Services Company budget and manage implementation
- Select and supervise regional service program managers

- Recommend strategic program priorities and focus to Services Committee of BOD
- Design and oversee implementation of operating procedures and evaluation systems
- Design and oversee implementation of fundraising plan
- Approve design of new service facilities, and redesign of current facilities to meet changing resident needs